

DEVELOPMENT ORIENTED/INITIATIVE

- Give an example of when you took initiative to learn a new skill? What was the issue that prompted this?
- Give me an example of a time when you received feedback on the need to improve a skill. How did you deal with it? What did you do?
- Give me an example of when you showed initiative and took the lead.
- Tell me about a time you had to learn a new software/application/computer program.
- Give me an example of important goal you had to set and tell me about your progress in reaching that goal.
- What motivates you to put forth your greatest effort? Describe a situation in which you did so?

MANAGING STRESS

- Describe how you handle your feelings and what behaviors you exhibit during times of stress.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?
- People react differently when job demands are constantly changing, how do you react?

PROBLEM SOLVING

- Give me an example of an idea that you saw thorough completion even though it was met with challenges. What actions did you take?
- Tell me about a time when you were able to remain objective even though you were emotional about the problem.
- Give me an example of a time you used good judgment and logic in solving a problem.
- Describe a time when you anticipated potential problems and developed preventive measures.
- Give me an example of a time when you had to be relatively quick in coming to a decision.
- Give me an example of a time when you used your fact-finding skills to solve a problem.

TEAM WORK

- What are some of the characteristics of a successful team that you have been a part of?
- Describe the role you are most/least comfortable playing on a team.
- Describe a situation in which you worked as part of a team. What role did you take on? What went well and what didn't?

COMMUNICATION SKILLS

- Tell me about a time that you have dealt with a situation where communication was poor, where there was lack of cooperation or lack of trust. How did you handle this situation?
- What do you do to show people that you are listening to them?
- Tell me about a time you adjusted your work style when it was not meeting the objectives and or people were not responding correctly.

PRESENTATION SKILLS

- How would you describe your presentation style?
- Tell about the most effective presentation you have made? What was the topic? What made it difficult? How did you handle it?
- Tell me about a time when you had to use your presentation skills to influence someone's opinion.

ORGANIZATIONAL SKILLS/ATTENTION TO DETAIL

- Tell me about a time when you had several things to do and you were required to prioritize your tasks.
- Tell me about a situation when it was important for you to pay attention to details. How did you handle this?

CONFLICT MANAGEMENT

- Describe a situation in which you had to work with a difficult person (co-worker, supervisor, etc). How did you handle the situation?
- Describe a situation when you could not keep a promise or commitment? How did you handle it?
- What is your typical way of dealing with conflict? Give me an example.
- Was there an occasion when you disagreed with a supervisor's decision or company policy? Describe how you handled this situation.

CUSTOMER SERVICE

- Tell me about a time when you had to go above and beyond the call of duty to in order to get the job done.
- Tell me about a recent situation in which you had to deal with a very upset customer.

MANAGEMENT

- Tell me how you go about delegating work?
- How do you disseminate information to other people? How do you decide what is important?
- Tell me about a time when you recognized a problem, an opportunity, when other people were not aware of it. What was the situation? What did you do? How did you see the opportunity?
- Tell me about a time you helped cross-functional groups work together.
- What innovative procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from?
- When a number of different people come to you with ideas about solving a problem, how do you go about using their information, give me an example.
- When do you give positive feedback to people? Tell me about a recent time you gave positive feedback.
- Give an example of how you handled the need for constructive criticism with a subordinate or peer.
- Tell me about the most difficult situation you have had when leading a team? What happened and what did you do?
- Think about the times you have lead a team? What could you have done more effective?
- Tell me about something recent you have done to develop your subordinates?
- What do you do when a subordinate comes to you with a challenge?
- On many occasions managers have to make tough decisions. Tell me about a recent difficult decision you have had to make.
- Tell me about challenges that have occurred while you were coordinating work with other units, department and or division?
- How do you keep your subordinates informed about information that affects their jobs?
- Tell me about a time you met resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened
- How do you get subordinates to work at their peak potential? Give an example.
- Tell me about a time you have been a project leader? How did you handle problems you experienced? How did you react?
- Tell me about a time you had to persuade a peer or group to accept a proposal or idea. How did you go about doing it? What was the result?